

# Guide to Terms for Career Opportunities



## Kentucky Personnel Cabinet

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The definitions included are intended to assist in the understanding of specific skills and capabilities. They provide a framework and a common language. They are NOT intended to serve as a formula or definition for advancement. They are to provide clearer direction and lead to more constructive, engaging conversations around personal development.

# ADMINISTRATIVE

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**A**dministration consists of the performance or management of business operations and thus the making or implementing of major decisions. Administration can be defined as the universal process of organizing people and resources efficiently so as to direct activities toward common goals and objectives. Occupations that involve the exercise of analytical ability, judgment, discretion, personal responsibility, and the application of a strong body of knowledge of principles, concepts, and practices applicable to one or more fields of administration or management. While these positions do not require specialized educational majors, they do involve the type of skills (analytical, research, writing, judgment) typically gained through a college level general education, or through progressively responsible experience.



## Administrative functions

Administrators, broadly speaking, engage in a common set of functions to meet the organization's goals.

- Planning is deciding in advance what to do, how to do it, when to do it, and who should do it. It maps the path from where the organization is to where it wants to be. The planning function involves establishing goals and arranging them in logical order. Administrators engage in both short-range and long-range planning.

- Organizing involves identifying responsibilities to be performed, grouping responsibilities into departments or divisions, and specifying organizational relationships. The purpose is to achieve coordinated effort among all the elements in the organization. Organizing must take into account delegation of authority and responsibility and span of control within supervisory units.
- Staffing means filling job positions with the right people at the right time. It involves determining staffing needs, writing job descriptions, recruiting and screening people to fill the positions.
- Directing is leading people in a manner that achieves the goals of the organization. This involves proper allocation of resources and providing an effective support system. Directing requires exceptional interpersonal skills and the ability to motivate people. One of the crucial issues in directing is to find the correct balance between emphasis on staff needs and emphasis on economic production.
- Controlling is the function that evaluates quality in all areas and detects potential or actual deviations from the organization's plan. This ensures high-quality performance and satisfactory results while maintaining an orderly and problem-free environment. Controlling includes information management, measurement of performance, and institution of corrective actions.
- Budgeting, exempted from the list above, incorporates most of the administrative functions, beginning with the implementation of a budget plan through the application of budget controls.

## ANALYSIS

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**A**nalysis can be defined as the examination and evaluation of the relevant information to select the best course of action from among various alternatives; The process of breaking a complex topic or substance into smaller parts to gain a better understanding.

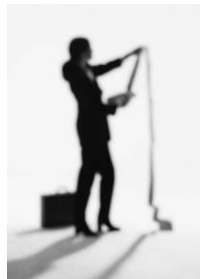


Analysis is a basic systematic approach to problem solving. Complex problems are made simpler by separating them into more understandable elements. This involves the identification of purposes and facts, the statement of defensible assumptions, and the formulation of conclusions.

## AUDITING

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Auditing is defined as an examination of records or financial accounts to check their accuracy; an adjustment or correction of accounts. To audit means to go through the process of examining and verifying a company's financial records and supporting documents.



Differences between Accountants and Auditors: Accounting is concerned with the preparing of financial statements while auditing is concerned with checking of financial statements. The purpose of accounting is to show the

## AUDITING Continued.

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performance and financial position of a business. The purpose of auditing is to certify the true and fair view of financial statements.

Accounting requires that an accountant must have accounting knowledge while auditing work required that an auditor must have accounting as well as auditing knowledge. Accounting is concerned with current data. It is constructive in nature. Auditing is concerned with past data. It is analytical in nature. The time period of auditing is usually less than one year.

The accountant is a permanent employee of the business. The auditor is an independent person. The work of an accountant starts when the work of the book keeper ends. The work of an auditor starts when the work of accountant ends. An accountant may not be a chartered accountant as per law. An auditor must be chartered accountant for public companies. The accountant has no liability for preparing final accounts. The auditor has liability after presenting audit report.

A quick answer is: Accounting is a process of preparing the works, Auditing is a process of evaluating & scrutinizing of the work prepared.

## COMMUNICATION

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**C**ommunication is the process to impart information from a sender to a receiver with the use of a medium.

Communication requires that all parties have an area of communicative commonality. There are auditory means, such as speaking, singing and sometimes tone of voice, and nonverbal, physical means, such as body language, sign language, paralanguage, touch, eye contact, or the use of writing. Communication is defined as a process by which we assign and convey meaning in an attempt to create shared understanding.



This process requires a vast repertoire of skills in intrapersonal and interpersonal processing, listening, observing, speaking, questioning, analyzing, and evaluating. Use of these processes is developmental and transfers to all areas of life: home, school, community, work, and beyond. It is through communication that collaboration and cooperation occur.

The exchange of information: the exchange of information between people, e.g. by means of speaking, writing, or using a common system of signs or behavior

## CUSTOMER SERVICE

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**C**ustomer service is an organization's ability to supply their customers' wants and needs. Excellent customer service is the ability of an organization to constantly and consistently exceed the customer's expectations. Good customer service is all about bringing customers back. And about sending them away happy – happy enough to pass positive feedback about your business along to others, who may then try the product or service you offer for themselves and in their turn become repeat customers. The essence of good customer service is forming a relationship with customers – a relationship that that individual customer feels that he would like to pursue.



## Customer service skills

### Telephone Etiquette

- Answer the phone within the recommended maximum number of rings
- Know that customers begin to get upset after the maximum number of rings
- Make a positive welcoming impression on customers with voice and greeting
- Know how to affect voice tones and the impact they have on the customer
- Know how to address customers
- Know when and how to put customers "on-hold" and how to take them "off-hold"
- Know the maximum time intervals in which customers can be left "on-hold"
- Take messages that provide the critical information needed for an appropriate call back
- End calls positively and efficiently with "long-winded" customers
- Make customers feel glad they called

### Problem Solving

- Use a standardized problem solving model to assure consistent and effective problem resolutions
- Know which problems can be solved and which cannot - and what to do with the insolvable
- help find the root cause of the symptoms or "presenting problem"
- Understand the value in solving "presenting problems" with insolvable underlying causes
- Know when solutions developed to solve one problem actually create another problem
- Know the critical role "active listening skills" play in getting an acceptable solutions
- Track problems encountered, root causes, agreed upon solutions and action plans, and pass them on to management for planning future problem prevention strategies

### Active Listening Skills

- Understand the difference between passive and active listening and know when to use each
- Use acceptance responses to communicate to the customer that he/she is being heard without interrupting the flow of thought
- Repeat critical elements of the conversation verbatim to ensure understanding
- Paraphrase what the customer says to confirm understanding
- Ask clarifying questions to get a full and clear understanding
- Organize and summarize key elements of the conversation to assure understanding
- Get feedback from the customer throughout the conversation to confirm accurate understanding of the communication
- Utilize active listening skills to strengthen the bonds of trust and rapport
- Know that until the customer feels that his/her situation is clearly understood, he/she will resist hearing solutions
- Use transition sentences to introduce a different point of view in order to help the customer save face, avoid arguments and increase acceptance

### Trust and Rapport Building

- Avoid sympathy and understand why it can cause mental exhaustion
- Know how to use empathy productively
- Learn to understand the situation (presenting problem) from the customer's perspective
- Efficiently find common ground with customer to establish trust and rapport
- Pace, mirror and match to quickly create a rapport with the customer
- Communicate understanding of the situation from the customer's perspective to gain trust and the "right to be heard"
- Demonstrate that the first and last thing a customer will see and hear is a smile

# HUMAN RESOURCES

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**H**uman Resource Management is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. Human Resource Management can also be performed by line managers.



Human Resource Management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

## Key functions of Human Resources:

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### 1. Organization

Human Resources management requires an orderly approach. Organized files, strong time management skills and personal efficiency are key to the Human Resources function.

### 2. Multitasking

On any day, an HR professional will deal with an employee's personal issue one minute, a benefit claim the next and a recruiting strategy for a hard-to-fill job the minute after. Priorities and business needs move fast and change fast, and colleague A who needs something doesn't much care if you're already helping colleague B. You need to be able to handle it all, all at once.

### 3. Discretion and Business Ethics

Human Resources professionals are the conscience of the company, as well as the keepers of confidential information. As you serve the needs of top management, you also monitor officers' approaches to employees to ensure proper ethics are observed. You need to be able to push back when they aren't, to keep the firm on the straight and narrow. Not an easy responsibility! Of course, you always handle appropriately, and never divulge to any unauthorized person, confidential information about anyone in the organization.

### 4. Dual Focus

HR professionals need to consider the needs of both employees and management. There are times you must make decisions to protect the individual, and other times when you protect the organization, its culture, and values. These decisions may be misunderstood by some, and you may catch flak because of it, but you know that explaining your choices might compromise confidential information. That's something you would never do.

### 5. Employee Trust

Employees expect Human Resources professionals to advocate for their concerns, yet you must also enforce top management's policies. The HR professional who can pull off this delicate balancing act wins trust from all concerned.

### 6. Fairness

Successful HR professionals demonstrate fairness. This means that communication is clear, that peoples' voices are heard, that laws and policies are followed, and that privacy and respect is maintained.



## HUMAN RESOURCES Continued.

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### 7. Dedication to Continuous Improvement

HR professionals need to help managers coach and develop their employees. The goal is continued improvement and innovation as well as remediation. And looking to their own houses, the HR professional also uses technology and other means to continuously improve the HR function itself.

### 8. Strategic Orientation

Forward-thinking HR professionals take a leadership role and influence management's strategic path. In gauging and filling the labor needs of the company, devising compensation schemes, and bringing on board new skill sets leading to business growth, they provide the proof for the often-heard management comment, "People are our most important asset."

### 9. Team Orientation

Once, companies were organized into hierarchies of workers headed by supervisors. Today, the team is priority. HR managers must consequently understand team dynamics and find ways to bring disparate personalities together and make the team work.

## INSPECTION

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**A**n inspection is, most generally, an organized examination or formal evaluation exercise. It involves the measurements, tests, and gauges applied to certain characteristics in regard to an object or activity. The results are usually compared to specified requirements and standards for determining



## INSPECTION Continued

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whether the item or activity is in line with these targets. Inspections are usually non-destructive meaning the test sample is not damaged or destroyed.

- In government and politics, an inspection is the act of a monitoring authority administering an official review of various criteria (such as documents, facilities, records, and any other assets) that are deemed by the authority to be related to the inspection. Inspections are used for the purpose of determining if a body is complying with regulations.
- Examination or review, which compares objects by use of an acceptable standard to rate quality and to guarantee consistency.
- Measuring, checking, examining or gauging one or more properties of different entities and comparing the results obtained by setting requirements in order to establish whether congruence has been achieved for each property.
- Non-destructive examination of a work piece to verify conformance to some criteria.
- The act of examining something, often closely; organization that checks that certain laws or rules are obeyed
- The act or process of inspecting or looking at carefully; a strict or prying examination; close or careful scrutiny; investigation.
- The process of measuring or checking materials, workmanship, or methods for conformance with quality controls, specifications, and/or standards.

# LEADERSHIP

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**L**eadership is the art of motivating a group of people to act towards achieving a common goal. The leader is the inspiration and director of the action. They are the person in the group that possesses the combination of personality and skills that makes others want to follow his or her direction. Leaders have the capacity to establish direction and to influence and align others toward a common goal, motivating and committing them to action and making them responsible for their performance.



## 1. A leader plans.

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The core of leadership is being proactive rather than reactive. Sure, leaders are good in crises – but that doesn't mean they sit around letting crises develop. Leadership involves identifying potential problems and solving them before they reach crisis proportions – and the ability to identify and reap potential windfalls. So good leaders analyze and plan and adapt their plans to new circumstances and opportunities.

## 2. A leader has a vision.

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Vision is essential to good leadership. Vision provides direction and without direction, there's not much point to all that planning.

## 3. A leader shares her vision.

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Sharing your leadership vision helps your vision grow and your leadership develop. As you tell your leadership vision to others, you will strengthen your own belief in your vision and strengthen your determination to make your leadership vision become reality. And other people will start to see you as a person who's "going places". Your leadership skills will grow as you and other people recognize you as a person with leadership potential.

## 4. A leader takes charge.

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At this stage of leadership, you put together your planning and your leadership vision and take action. Whether it's implementing a specific plan to improve your business's bottom line or responding to a crisis, you, as the leader, are the one who makes the decisions and sees that the appropriate actions are carried out. You can't just "talk a good game" to be a leader; you need to act and to be seen as taking effective action for the good of your small business.

## 5. A leader inspires through example.

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Leadership is defined through action. Therefore, in developing your own leadership skills, you have to act in ways that are fitting to your leadership vision and your self – all the time. We can all name many actions of other people whom we admire, but what inspires us is the integrity that gives these actions meaning.

Becoming a leader isn't easy because it takes a conscious commitment and consistent effort to develop one's leadership skills. But on the positive side, anyone who is willing to make the effort can become a good leader.



# MANAGEMENT

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**M**anagement is simply the act of getting people together to accomplish desired goals. Management comprises planning, organizing, resourcing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources.



Management can also refer to the person or people who perform the act(s) of management. A manager's most important, and most difficult, job is to manage people. You must lead, motivate, inspire, and encourage them. Sometimes you will have to hire, fire, discipline or evaluate employees.

## Basic functions of management

Management operates through various functions, often classified as planning, organizing, leading/motivating, and controlling.

- Planning: Deciding what needs to happen in the future (today, next week, next month, next year, over the next 5 years, etc.) and generating plans for action.
- Organizing: (Implementation) making optimum use of the resources required to enable the successful carrying out of plans.

- Staffing: Job analyzing, recruitment, and hiring individuals for appropriate jobs.
- Leading/Motivating: Exhibiting leadership and motivational skills in order to encourage others to play an effective part in achieving plans and ensure willing participation in the organization on the parts of workers.
- Controlling: Monitoring, checking progress against plans, which may need modification based on feedback.

## Top-level management

- Require an extensive knowledge of management roles and skills.
- They have to be very aware of external factors such as markets.
- Their decisions are generally of a long-term nature
- Their decisions are made using analytic, directive, conceptual and/or behavioral/participative processes
- They are responsible for strategic decisions.
- They have to chalk out the plan and see that plan may be effective in the future.
- They are executive in nature.

## Middle management

- Mid-level managers have a specialized understanding of certain managerial tasks.
- They are responsible for carrying out the decisions made by top-level management.

## MANAGEMENT Continued

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### Lower management

- This level of management ensures that the decisions and plans taken by the other two are carried out.
- Lower-level managers' decisions are generally short-term ones

### Foreman / lead hand

- They are people who have direct supervision over the working force in office factory, sales field or other workgroup or areas of activity.

### Rank and File

- The responsibilities of the persons belonging to this group are even more restricted and more specific than those of the foreman.

### Management Skills

- Coaching
- Mentoring
- Communication
- Public Speaking
- Manage Conflict

## ORGANIZATIONAL CHANGE

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A fundamental reorientation in the way an organization operates.

Organizational change is imperative to increase the knowledgebase of an organization. It facilitates the overhauling of organizational systems and processes. Effective change management enables the organization to successfully address the changing conditions in its external environment. Change management entails managing resistance to change and increasing the acceptance level of change in the organization.



The systematic management of a new business model integration into an organization and the ability to adapt this change into the organization so that the transformation enhances the organizational relationships with all its constituents.

## ORGANIZATIONAL COMMUNICATION

**O**rganizational communication [is] the process by which individuals stimulate meaning in the minds of other individuals by means of verbal or nonverbal messages in the context of a formal organization.”



Organizational communication occurs within a particular social system composed of interdependent groups attempting to achieve commonly recognized goals.

A program that focuses on general communication processes and dynamics within organizations. Includes instruction in the development and maintenance of interpersonal group relations within organizations; decision-making and conflict management; the use of symbols to create and maintain organizational images, missions, and values; power and politics within organizations; human interaction with computer technology; and how communications socializes and supports employees and team members.

Organizational communication, broadly speaking, is: people working together to achieve individual or collective goals

The sending and receiving of messages by means of symbols and see organizational communication as a key element of organizational climate.

The central binding force that permits coordination among people and thus allows for organized behavior

## PROFESSIONAL

**A** Professional is a worker required to possess a large body of knowledge derived from extensive academic study, with the training almost always formalized. It refers to an occupation, vocation or high-status career, usually involving prolonged academic training, formal qualifications and membership of a professional or regulatory body.



Professionals usually have autonomy in the workplace. They are expected to utilize their independent judgment and professional ethics in carrying out their responsibilities. Persons formally certified by a professional body of belonging to a specific profession by virtue of having completed a required course of studies and/or practice. And whose competence can usually be measured against an established set of standards. Also persons who have achieved an acclaimed level of proficiency in a calling or trade.

## PROFESSIONAL Continued

### Basic Professional Traits

Ambition	Communication skills
Success-driven	Enthusiasm
Reliable	Determined
Goal-oriented	Level-headed
Flexible	Confident

Detail-oriented	Loyal
Problem solver	Honest
Poised	Self-controlled

Some positions are professional without consideration beyond their job titles....doctor, lawyer, nurse, architect, engineer, social worker, geologist, etc. These titles all share a requirement for specialized education and a broad level of responsibility and authority.

Some positions can be considered professional based solely on the level of responsibility and authority, without regard to job title or field of employment. People in these positions make decisions, without oversight, that have significant impact on the lives of others, some key works might include: hires, fires, approves, or denies.

Others hold positions where they are policy makers instead of being policy followers. People with regular administrative experience may make day-to-day decisions by working within a given set of policies, procedures, rules, and regulations. The professional actually establishes those parameters.

## **PUBLIC ASSISTANCE**

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**P**ublic Assistance is defined as government aid to the poor, disabled, or aged or to dependent children, as financial assistance or food stamps. Providing aid such as money or food, given to the homeless and other financially needy people, the aged, or the inhabitants of a disaster stricken area.



Persons directly responsible for administering programs that provide financial assistance in the form of cash grants or purchase of services for eligible low income and indigent individuals and families to ensure that they have basic income and access to essential medical, nutritional, and supportive services. For example; FEMA—supplementary federal assistance provided under the Stafford Act to state and local governments or certain private, nonprofit organizations other than assistance for direct benefit of individuals and families.